March 2000 Volume 19, No. 3

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Educators discuss credit transfer for high school, college students

record attendance of more than 630 educators and leaders from elementary and secondary and higher education discussed the issues and challenges of creating a more effective transfer system for students during the 2000 Statewide Conference on Transfer and Articulation Feb. 9-10 at Tan-Tar-A.

This year's conference, "Show-Me Pathways," emphasized that Missouri's autonomous, diverse institutions can operate as a single system to provide students with efficient, high-quality educational experiences. Conference participants, who discussed policies and practices on behalf of students, included presidents, senior academic and student services administrators, and faculty from Missouri colleges and universities. Secondary school teachers and administrators also were in attendance.

Dr. Steven Crow, executive director of the North Central Association of Colleges and Schools Commission on Institutions of Higher Education, opened the conference with a discussion of transfer practices and their impact on the quality of student learning from the perspective of an accrediting agency.

"Autonomous and diverse institutions try to respond to multiple public policy needs while not wanting to sacrifice much of the autonomy or the diversity they believe to be the highest public good," said Crow, who is actively involved in national discussions on the relationship between accreditation and student transfer. "This is hard work,



Dr. Steven Crow, executive director of the North Central Association of Colleges and Schools Commission on Institutions of Higher Education, discusses transfer practices and their impact on the quality of student learning during the 2000 Statewide Conference on Transfer and Articulation.

indeed, for competing imperatives do not lend to easy resolution."

Dr. Pamela Tate, president of The Council for Adult and Experiential Learning, shared principles of good practice for adult-friendly institutions during the second plenary session. She said quality and portability need to be balanced when creating a seamless educational path for students, especially adult students.

Tate said that adult students, who she described as older than 25, financially independent, married, with children to support or with a career, have many educational options, such as pursuing on-line degree and certificate programs,



Conference, from page 1_

that could take them away from the typical campus setting.

"There are more threats to the monopoly on credentials that higher education has enjoyed than ever before," Tate said. "In light of these threats, it would be prudent to develop pathways between and among institutions so that, as a system, higher education in Missouri makes sense to learners and employers. If we don't, students will go elsewhere for their learning and their credentials."

The Missouri Learners' Network is an excellent example of how Missouri has a plan to address the needs of adult learners, Tate said. The network will provide services to Missouri's working adults, including an Internet-based catalog that will centrally list all technology-mediated credit courses and degree programs offered by Missouri colleges and universities off-campus and on-line.

During the conference, participants focused on issues related to the transfer of credit between colleges and universities as well as the transition from high school to college, with particular emphasis on general education, dual credit, K-16 and college affordability policies. Breakout sessions also provided attendees opportunities to have conversations about specific aspects of transfer and articulation, including advising,

discipline-based curriculum development, technology, mathematics competencies and assessment, teacher education and the promotion of articulation in early childhood care and education programs.

The CBHE Committee on Transfer and Articulation has been addressing two major initiatives:

- reviewing and recommending changes to the board's Credit Transfer Policy section relating to general education for transfer students and
- monitoring the implementation of the board's dual credit policy.

In August 1998, COTA appointed the General Education Steering Committee to make recommendations on revisions to the state-level general education policy for transfer students. GESC members have sought the advice of faculty and administrators while working to revise the policy and will present their recommendations to COTA in March. In its work, the committee is seeking a new approach to general education for transfer students that is driven by statewide and institutional goals and student competencies.

COTA's recommended changes concerning general education for transfer students are expected to be discussed by the CBHE Presidential Advisory Committee and by the



Dr. Pamela Tate, president of The Council for Adult and Experiential Learning, shares principles of good practice for adult-friendly institutions during a breakout session at the conference.

Coordinating Board in April. The board is expected to vote on the proposed policy revisions June 8.

COTA has been collecting information on whether institutions are making good faith efforts to abide by the board's new dual credit policy, which is scheduled for formal review in 2002. All colleges and universities have been asked to submit their policies on the acceptance of dual credit and student and faculty qualifications. Department of Higher Education staff have found that the vast majority of colleges and universities intend to abide by the board's policy guidelines in terms of acceptance and delivery practices.

The transfer and articulation conference was co-sponsored by the Independent Colleges and Universities of Missouri, the Missouri Association of Private Career Schools, the Missouri Community College Association, the Coordinating Board, the Missouri Council on Public Higher Education, the Missouri State Board of Education and the University of Missouri.



Conference participants discuss effective credit transfer for students during a breakout session.

College affordability, K-16 math recommendations top board's agenda

The Coordinating Board for Higher Education began follow-up work on two reports during its Feb. 10 meeting at Tan-Tar-A. Board members discussed the implementation of recommendations outlined in the reports of the Missouri Commission on the Affordability of Higher Education and the Missouri K-16 Coalition.

The affordability commission outlined recommendations for maintaining college affordability in five areas: cost containment strategies, state budget policies, pricing, financial access and consumer information. The Coordinating Board is working to implement the commission's recommendations in all five areas. (See story on page 5.)

The board also discussed implementation plans for the Missouri K-16 Coalition's recommendations on mathematics. The coalition called for a higher degree of integration of math courses and skills across the K-16 spectrum. It urged colleges and universities to put greater emphasis on working closely with the K-12 sector, particularly in the articulation of curricula and competencies required in mathematics.

Coalition members also recommended that the state's nine Regional Professional Development Centers give more attention to mathematics-content professional development.

Coordinating Board members voiced their support



Dudley Grove, left, of St. Louis and Sandra Kauffman of Kansas City are the newest members of the Coordinating Board. Grove is a full-time volunteer, and Kauffman is a former member of the Missouri House of Representatives.

of the coalition's recommendations and urged the continuation of its efforts. The board expressed particular interest in several of the coalition's recommendations, including implementing a public awareness campaign, integrating algebraic thinking earlier into the curriculum, appointing a standing mathematics advisory committee, developing common research agendas, reviewing teacher training programs and enhancing teacher education.

Staff from each of the coalition's sponsoring agencies are collaborating on the design of a single implementation plan. Regular reports on the success in meeting the K-16 recommendations will be provided to each sponsoring board.

The following possible future directions for K-16 work in Missouri also were identified during the February meeting:

- reviewing the structure of colleges of education;
- examining the certification requirements for teachers, including alternative means of certifying teachers;
- using Regional Professional Development Centers more effectively, placing an emphasis on content-specific professional development;
- appointing discipline-based faculty advisory groups from the higher education and K-12 sectors to explore ways to raise standards and align curriculum; and
- examining ways to strengthen the relationship between the State Board of the Education and the Coordinating Board as work progresses in each of these areas.

Decisions about future K-16 agendas will be coordinated with the State Board of Education and the University of Missouri Board of Curators.

Also during its meeting, the Coordinating Board examined the governor's FY 2001 budget recommendations for higher education in comparison with the budget requests approved by the board in October. Gov. Mel Carnahan supported many of the board's requests for increased funding in areas such as student financial assistance, early awareness and outreach, mission enhancement, technical education and capital improvements. During the meeting, board members expressed their support and appreciation of the governor's FY 2001 operating and capital improvements

See CBHE MEETING, page 4



CBHE Meeting, from page 3

recommendations for higher education, which total almost \$1.3 billion.

In addition, Karen Misjak, director of MOSTARS, presented an annual report on the student financial assistance division of the Missouri Department of Higher Education. (See story on page 6.) The board also received a report from the Missouri Higher Education Loan Authority, or MOHELA, the state's designated secondary market for student loans.

The Coordinating Board also received an update on current and upcoming projects of its Advisory Committee on Technology and Instruction. In its implementation of current and future projects, the committee plans to use recommendations from the 1999 Knight Higher Education Collaborative/College and University Presidents Roundtables, which stressed the need to ensure continued technology funding and to use existing resources efficiently. The committee also will work to ensure technology is used to improve teaching and learning in meaningful ways.

A draft "Principles of Good Practice for Distance Learning/Web-based Courses" has been discussed by the academic community and has been given initial approval by CTI. The draft is expected to be discussed by the CBHE Presidential Advisory Committee this spring and presented for board action later this year. Having these principles would encourage Missouri institutions of higher education to maintain high academic integrity in distance-learning courses and programs.

Department of Higher Education staff also have been working with institutions to formulate participation agreements for the Missouri Learners' Network, an Internet-based catalog that will centrally list all credit courses and degree programs offered by Missouri colleges

CBHE Committee on Trusteeship Development Appointed February 2000

Mary Joan Wood (Chair), Coordinating Board for Higher Education Duane Broderson, State Fair Community College Board of Trustees Doug Dible, North Central Missouri College Board of Trustees Nicki Foster, Central Missouri State University Board of Governors Dudley Grove, Coordinating Board for Higher Education

Mary James, University of Missouri Board of Curators Wilma Maddox, Truman State University Board of Governors

Sandra Moore, Washington University Board of Trustees Allison Smith, Southwest Missouri State University Board of Governors Kala M. Stroup, Commissioner of Higher Education

Dan Williams, Lincoln University Board of Curators



Dr. Ray Henry, Coordinating Board chair, expresses his appreciation to outgoing CBHE member Dr. Connie Campbell, who served as vice chair of the board and was instrumental in the development of the trusteeship development program.

and universities through technology-mediated means, such as web-based, interactive television, cable television and satellite courses. These agreements will outline the responsibilities of participating institutions and foster a common understanding of the courses that are eligible to be listed on the network.

In addition, department staff have been working with chief academic officers to promote the Distributed Learning Workshop, an initiative sponsored by the Midwestern Higher Education Commission. The goal of the workshop is to develop technology-based, college-level course materials in the form of computer-mediated, multimedia-rich instructional modules.

As CTI maintains its commitment to work with MOREnet and MOBIUS to understand current practice and to identify future needs, the committee continues to explore additional collaborative opportunities involving technology to improve teaching and learning within Missouri's system of higher education.

Also during the Coordinating Board's meeting, members received an annual report on campus-based reviews of existing academic programs at public four-year institutions.

The meeting was attended by the board's two new members, Sandra Kauffman of Kansas City and Dudley Grove of St. Louis, who were named to the board Jan. 21 by Carnahan. Outgoing board members are Dr. Connie Campbell of Kansas City, who was serving as vice chair, and Dr. Bryan Cook of Clayton. The Coordinating Board voted Lynn Ewing, Jr., as its new vice chair.



Coordinating Board begins work to implement affordability commission recommendations

The Coordinating Board for Higher Education has begun follow-up work on recommendations made by the Missouri Commission on the Affordability of Higher Education in its December report on maintaining college affordability.

Department of Higher Education staff are working on several initiatives related to the commission's recommendations on cost containment strategies, state budget policies, pricing, financial access and consumer information.

Several of the commission's recommendations, including those in the areas of cost containment, pricing and consumer information, will be incorporated into the institutional mission review process.

In addition, MOSTARS will implement several strategies to address the recommendations related to financial access and consumer information. For example,

MOSTARS will conduct research to gather information on students who receive financial aid, expand its early awareness and outreach activities and enhance its web site to distribute information more widely and effectively.

Related to cost containment, staff are working to bring Missouri colleges and universities participating in the Federal Direct Loan Program into the Federal Family Education Loan Program, which can reduce the overall cost of loans for student borrowers.

In addressing state budget polices, the Coordinating Board has worked with college and university business and finance officers to establish committees to examine the information and process used to develop the board's budget request and related changes in college and university accounting practices.

The board also is addressing

state budget policies through technology and collaboration. For example, the CBHE Advisory Committee on Technology and Instruction is exploring ways to use low-cost technology-based delivery systems.

In addition, a committee of student financial aid administrators and institutional researchers from public and independent two- and four-year institutions is working with staff from the Department of Higher Education to address cost and pricing reporting issues raised by the affordability commission.

The goal of the committee is to develop a consolidated survey of information about tuition, fees and other educational costs to provide uniform information to students, families, high school counselors and student financial aid administrators.

The Coordinating Board plans to continue follow-up work and discuss additional ways to implement the recommendations of the affordability commission. In addition, the board is exploring ways to integrate the implementation of the recommendations of the affordability commission, the Missouri K-16 Coalition and the Knight Higher Education Collaborative/College and University Presidents Roundtable.

Missouri Learners' Network update

As distance learning and web-based courses become an increasingly important way to gain access to higher education, the need to inform learners about such opportunities becomes vital.

The Missouri Learners' Network will provide information on and access to Missouri's growing number of technology-mediated courses and programs

in one comprehensive on-line database. In practical terms, the network will allow learners with Internet access to search for educational opportunities in several ways, for example, by subject, keyword, instructional location, level, institution, term and format.

The Coordinating Board currently is collecting data from participating institutions. Check our web site at www.mocbhe.gov for a link to the Missouri Learners' Network when it comes on-line this spring.



MOSTARS outlines strategies to enhance financial assistance

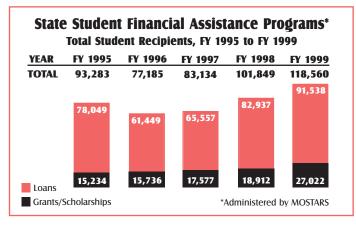
In an annual report presented at the Coordinating Board for Higher Education's Feb. 10 meeting, MOSTARS Director Karen Misjak outlined several areas in which MOSTARS, the student financial assistance division of the Missouri Department of Higher Education, is making an effort to enhance student financial assistance.

MOSTARS continues to administer student financial assistance programs that are providing increased funding to help students access Missouri's system of higher education. During the 1999-2000 academic year, two new state student financial assistance programs, the Advantage Missouri Program and the Missouri College Guarantee Program, were successfully implemented. These two new programs will provide 2,920 additional students a total of \$6.9 million during the current year.

The total dollar amount awarded to eligible students through all programs also continues to increase. Gov. Mel Carnahan's FY 2001 budget recommendation for student financial assistance is a 32 percent increase – from \$35.1 to \$46.6 million – over the amount awarded during FY 1999.

In addition to student financial assistance, MOSTARS is focusing on consumer education and information, web-based technology, default prevention and research. Many of MOSTARS' plans are directly related to the Missouri Commission on the Affordability of Higher Education's recommendations released in December.

The affordability commission found that while student and family savings and financial assistance are essential to financing higher education, timely, clear and accurate



information regarding what students and families will be expected to pay also is essential. In response, MOSTARS is working to increase consumer education and information through early awareness and outreach activities in conjunction with federal TRIO programs, Caring Communities, community action groups, the Heartland's Alliance for Minority Participation and targeted middle schools. These activities include distributing free publications; sponsoring conferences, workshops and informational meetings at high schools; conducting one-stop shop visits and increasing awareness about MOSTARS' nationwide toll-free hotline, (800) 473-6757.

In addition, MOSTARS is developing web-based access to its programs and services. Initially, this will include moving ATOM, the automated transfer of money service, and the delivery of all state student financial assistance into a web-based environment. Keeping with the affordability commission's recommendations, MOSTARS also will provide consumer information on the cost and price of higher education through the web-based technology.

The affordability commission also found that students and their families are increasingly relying on student loans to finance higher education. Thus, MOSTARS is conducting research to analyze who receives student assistance in Missouri, including identifying characteristics of the recipients and identifying new and unserved clientele. This research will provide MOSTARS with information to study student loan default rates as it works to lower the default rate in Missouri.

MOSTARS is addressing other challenges, including greater coordination between institutional, state and federal assistance; the ability to reach targeted students; multiple enrollments; distance education; and cost containment.

To help guide MOSTARS as it implements current and develops future initiatives, the Coordinating Board for Higher Education agreed to establish a MOSTARS Advisory Board, which will be comprised of 18 members including education and government leaders; fiscal and student affairs administrators; students; and Missouri citizens. A list of members, recommended for appointment to the advisory board by Commissioner of Higher Education Kala Stroup, will be presented to the Coordinating Board in April. The advisory board is expected to hold its first meeting in June.

For more information about MOSTARS or student financial assistance, contact the MOSTARS Information Center at (800) 473-6757.



Survey findings show technical education students are satisfied with programs

F indings from the 1999 "Counseling for High Skills" survey show that students enrolled in postsecondary technical education programs generally are satisfied with their programs and quality of instruction and cite math and computer skills as top factors for doing well in their programs.

The survey, a joint pilot project of the Coordinating Board for Higher Education and the Missouri

Department of Elementary and Secondary Education, collected consumer feedback information on the types of students enrolled in Missouri's one- and two-year postsecondary technical education programs, the factors that contributed to the students' decisions to enroll, the ways the students finance their studies and their feelings about their current educational programs.

More than 5,400 students enrolled in Missouri postsecondary technical education certificate or associate of applied science degree programs were

surveyed. These students are enrolled in more than 380 postsecondary technical education programs, including computer-assisted graphic design, manufacturing technology, electronics technology, industrial maintenance and precision machining.

Students were asked about their educational experiences. Of those responding, 83 percent are satisfied with their current academic programs, 78 percent like the quality of instruction and services and 90 percent expect to finish their programs.

Survey findings support the Missouri K-16 Coalition's emphasis on the importance of math, particularly in relation to student success in college. The students

frequently cited math courses, from algebra to more advanced math courses, as top factors for doing well in postsecondary technical education programs.

Computer competencies also were mentioned as a factor for doing well in these programs.

When asked why they decided to enroll in their current programs, students consistently ranked the desire to find employment, affordable tuition and fees and the availability of desired courses as the three most important reasons.

Of those surveyed,

13.6 percent are minority students, with the majority being African-American, and 59 percent are age 23 or older. About 70 percent of the students surveyed are enrolled in programs that will cost a total of less than \$8,000.

1999 "Counseling for High Skills" Survey
Selected Findings

31 percent of students surveyed are enrolled part time

24 percent are evening students

90 percent live within 50 miles from the institution they attend

97 percent completed high school education before attending their current programs

52 percent work more than 20 hours per week

44 percent are employed in fields related to their current academic programs





Customer Service and Support

Default Prevention and Debt Management

The MOSTARS Information Center provides information on student financial assistance and postsecondary education for students, parents, schools and lenders. Call (800) 473-6757 or visit our web site at www.mocbhe.gov.



\$1.26 million awarded to 24 teacher professional development projects

In January, the Coordinating Board for Higher Education awarded nearly \$1.26 million to 24 projects that will provide intensive professional development for teachers of mathematics and science.

The grants were awarded through the federal Eisenhower Professional Development Program, a U.S. Department of Education program

administered by the Coordinating
Board that provides formula funding to states for highquality pre-service and in-service professional development for teachers of mathematics and science.

"The importance of this program is underscored by the Missouri K-16 nong Coalition's emphasis on the significant relationship between professional development for teachers and student achievement," said height Dr. Kala Stroup, commissioner of higher education. "Mathematics and asking a sking to the commission of the

science are important to students who attend college as well as to those who enter the high-tech workforce of the 21st century. Funding these professional development projects will help ensure our students are prepared for college and beyond."

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higher education and local K-12 schools that will encourage improvement in the quality of elementary and secondary education. Public and independent two- and four-year colleges and universities that are accredited or eligible for accreditation as well as qualified

nonprofit organizations are eligible to submit proposals.

More proposals were received this year than in the past, indicating a heightened awareness of and interest in the program. Forty-three proposals asking for a total of more than

\$2.08 million were received in this grant cycle.

The proposals were reviewed by a 16-member panel of professionals from elementary and secondary and higher education with specialization in mathematics, science and technology. Available funds made it possible to award nearly \$1.26 million to 24 projects at 14 institutions throughout the state.

Projects receiving awards include a summer physics institute for middle school teachers, a field-ecology program for K-12 teachers, activity-based quantitative literacy workshops, chemistry workshops for high school teachers and a national teacher training institute for math, science and technology. (See page 9 for the complete list of awards.)

The Coordinating Board administers 16 percent of Missouri's allocated funds through the competitive grant program, while the Missouri Department of Elementary and Secondary Education administers the remaining 84 percent through an entitlement program.

Pending higher education legislation

Two pieces of legislation affecting higher education have received strong endorsements from their respective Missouri Senate and House of Representative committees. Senate Bill 875 and House Bill 1893 involve the English language proficiency of instructional personnel. SB 875 would require that all instructional faculty members be certified by the higher education institution as

fluent in the English language. The bill also requires an annual report from all higher education institutions to the governor and the Missouri General Assembly detailing their certification process and the grievance procedures related to instructor fluency that are available to students.

HB 1893 is nearly identical to SB 875. The main difference is that the House bill requires only personnel hired after the effective date of the bill (Aug. 28, 2000) to be certified, whereas the Senate bill requires certification of current and new personnel.



Eisenhower Professional Development Program Grant Recipients (Cycle XVII)

Project Director(s)	Project Title	Institution	\$\$ Awarded
PAMELA ASHMORE TIMOTHY BAUMANN	The Science of Digging Up Our Past	University of Missouri-St. Louis	\$51,577
Phyllis Balcerzak	Advancing the Practice of Inquiry-Based Science in the Elementary School: Cycles of Nature	Washington University	\$36,360
Monica Beglau Becky Litherland	Show-Me Science Academy 2000	University of Missouri-Columbia	\$53,652
Meera Chandrasekhar	Summer Physics Institutes for Middle School Teachers (5-9)	University of Missouri-Columbia	\$58,700
KITTY COLLINS	Teachers Investigating Science Resources	Public Television 19, Inc.	\$49,208
BOB COULTER	Mapping the Environment to Integrate Science, Math, Technology and Geography	Missouri Botanical Garden	\$38,359
Miriam Golomb Pamela Close	DNA and Development	University of Missouri-Columbia	\$42,848
HAROLD HARRIS	MoMoPaTES-Missouri Modeling Physics and Technology Education in Science	University of Missouri-St. Louis	\$34,083
ROBERT HEGARTY JESSICA THOMPSON	Constructing an Understanding of Physics	Rockhurst University	\$34,475
Allison Hoewisch Susan Catapano	Treasures from Trash: Mathematics and Science Constructivist Resource Center Project	University of Missouri-St. Louis	\$83,121
ERNEST KERN	STARS AND BEYOND-Two: Implementing StarLab Education into Southeast Missouri	Southeast Missouri State University	\$34,994
KURT KILLION CLYDE PAUL	Integrating Technology in Elementary/Middle School Mathematics	Southwest Missouri State University	\$45,329
SIMON KIM RICHARD FRIEDLANDER	Performance-Based Assessment and Inquiry-Based Learning in Elementary School Mathematics	University of Missouri-St. Louis	\$51,629
EMILY LIEBMAN	Learning Science and Mathematics Through Writing	St. Louis Community College	\$63,230
VICTORIA MAY BARBARA SCHAAL	A Field-Ecology Program for K-12 Teachers	Washington University	\$26,374
BEN NICHOLSON	Excellence Equals Middle School Math Success	Mineral Area College	\$33,534
ARTHUR LOUIS ODOM RAYMOND COVENEY KATHLEEN KILWAY	Inquiry-Based Field Studies Involving Teacher- Scientist Collaboration	University of Missouri-Kansas City	\$48,762
LARRY PEERY	Conceptual Physical Science in the Elementary Classroom	Central Methodist College	\$52,813
ORAN ALLAN PRINGLE	Scientific Inquiry and Technology Activities for the Waynesville School District	University of Missouri-Rolla	\$32,159
TERRY RINEHART	National Teacher Training Institute for Math, Science and Technology	Public Television 19, Inc.	\$72,951
V.A. Samaranayake Mary Ellen Kirgan	Making Sense of Data: Activity-Based Quantitative Literacy Workshops	University of Missouri-Rolla	\$59,296
SOMNATH SARKAR CHRIS BELCHER	"Show-Me" Chemistry in the Marketplace: A Workshop for High School Teachers	Central Missouri State University	\$28,124
HENRY WHITE	Secondary Science Teacher Laboratory Institute 2000 and Symposium	University of Missouri-Columbia	\$43,870
Joy Whitenack Linda Coutts	Supporting the Development of Elementary Lead Teachers of Mathematics	University of Missouri-Columbia	\$51,116



CBHE and Presidential Advisory Committee Meetings

April 12-13, 2000 Missouri Western State College, St. Joseph

CBHE and Presidential Advisory Committee Meetings

June 8, 2000 College of the Ozarks, Point Lookout/Branson

CBHE and Presidential Advisory Committee Meetings

October 12, 2000 State Fair Community College, Sedalia

Workshop for Trustees, Governor's Conference and CBHE Meeting

December 6-7, 2000 * Holiday Inn Select Executive Center, Columbia

CBHE and Presidential Advisory Committee Meetings and Transfer and Articulation Conference February 8, 2001 Location to be determined

CBHE and Presidential Advisory

Committee Meetings

April 12, 2001 Logan University/Missouri Higher Education Loan Authority, Chesterfield

CBHE and Presidential Advisory Committee Meetings

June 7, 2001 Crowder College, Neosho

CBHE and Presidential Advisory

Committee Meetings

October 11, 2001 Linn State Technical College, Linn

Governor's Conference and CBHE Meeting

December 6, 2001 Kansas City

* Note change in date and/or location

Effective Feb. 5, Logan College of Chiropractic changed its name to Logan University.

Academic Program Actions

New academic programs and changes in existing academic programs submitted by both public and independent institutions are reported at each Coordinating Board meeting. Check our web site at

www.mocbhe.gov

for the most recent academic program actions.



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FIRST CLASS

CBHE News is published by the Missouri Department of Higher Education to inform Missouri's higher education community of Coordinating Board for Higher Education actions and higher education events. Copies are distributed to CBHE members, institutional governing boards and presidents, higher education associations, the Missouri General Assembly, Gov. Mel Carnahan and other interested Missouri citizens.

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Cheryl Kesel, Kimberly Speight and Amy Fennewald Photographs by L.G. Patterson